Housing First
Outreach Providers

State of Hawaii
Homeless Programs Office

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Oahu

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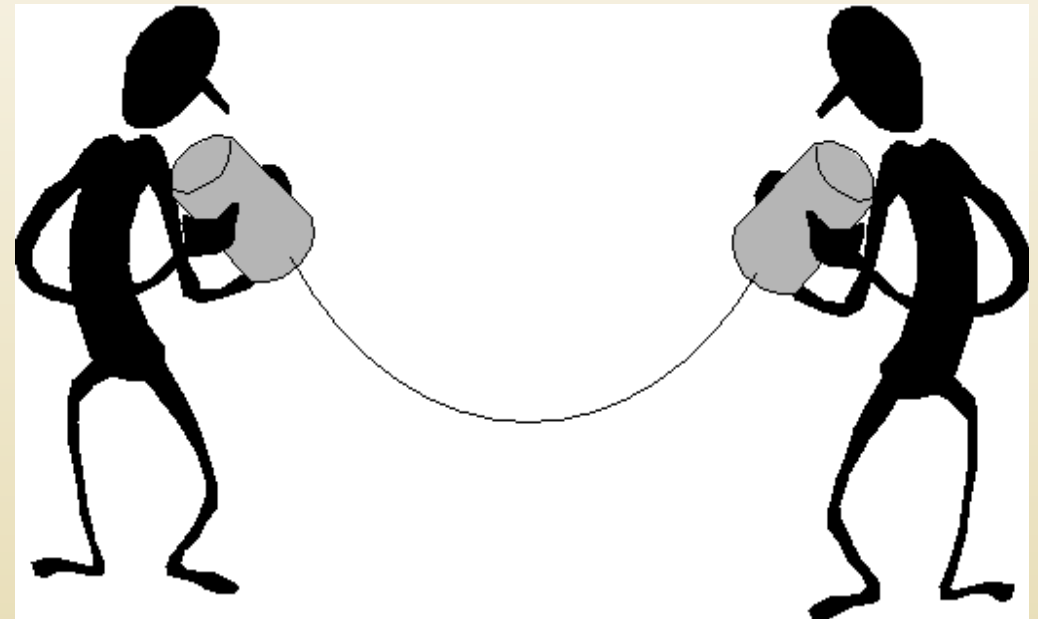awhite@housinginnovations.us

HOUSING INNOVATIONS

Agenda

◦ Introductions and Background

◦ Best Practices

  ◦ Housing First

  ◦ Harm Reduction

◦ Application to Outreach

◦ Tasks for Housing Access and Stabilization

Introductions

◦ Housing Innovations –

  ◦ Andrea White and Suzanne Wagner

◦ Discussion –

Discussion

◦ Discuss a successful experience with outreach and housing. What led to success?

◦ Discuss a challenging experience with outreach and housing access. What are barriers?

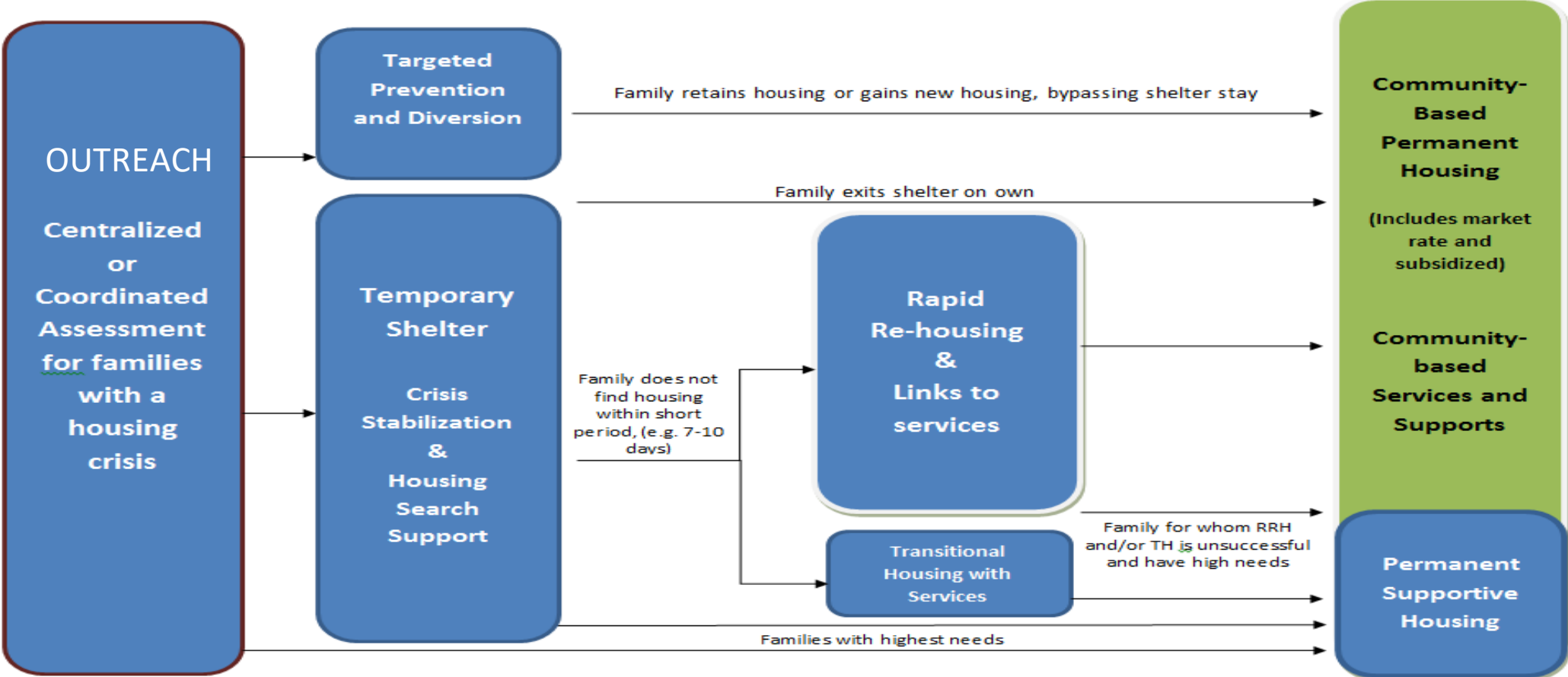# Effective Crisis Response System that *Ends Homelessness*

An effective Crisis Response System provides **immediate and easy access to safe and decent shelter** to anyone that needs it and aims to **re-house** people as **quickly** as possible.
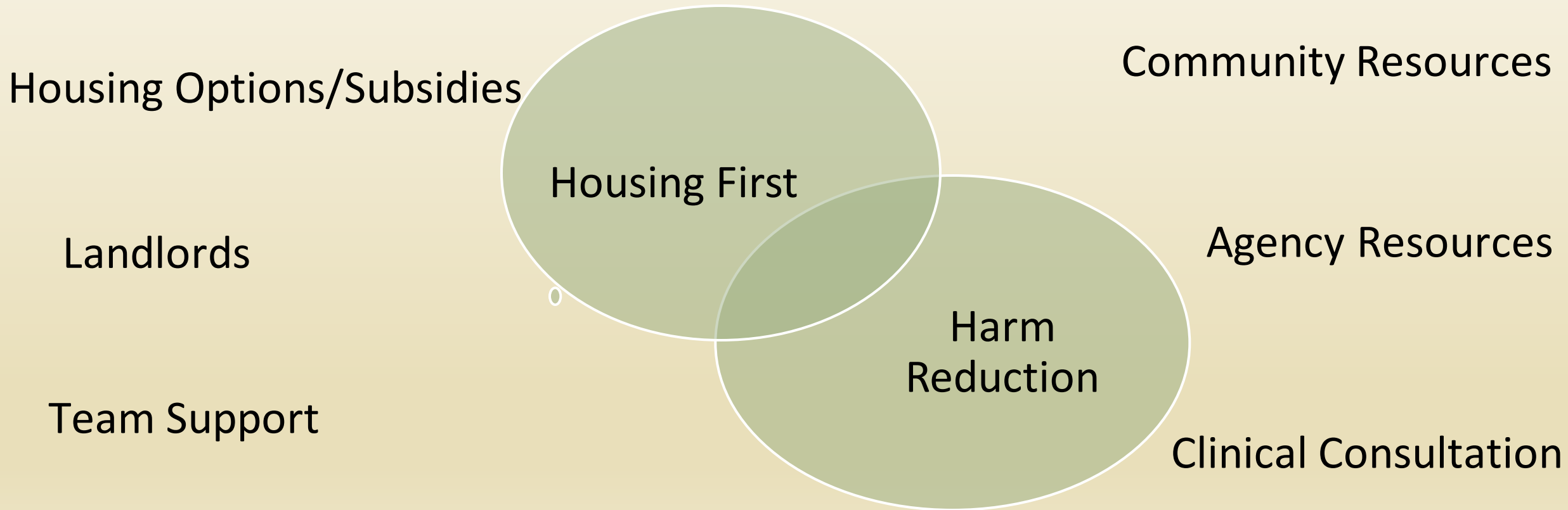
"Rare, brief and non-recurring"

Crisis Response System

Diagram of Coordinated Crisis Response System

Housing Stabilization Practice

Housing Options/Subsidies

Community Resources

Housing First

Landlords

Agency Resources

Harm Reduction

Team Support

Clinical Consultation

Performance Measures

Reduce length of time people are homeless
(average and median length of stay (LOS))

Reduce returns to homelessness

Reduce the number of homeless persons
(Point in Time (PIT) and Annual Counts)

Increase jobs and income for homeless persons

Reduce # of people who become homeless for the first time

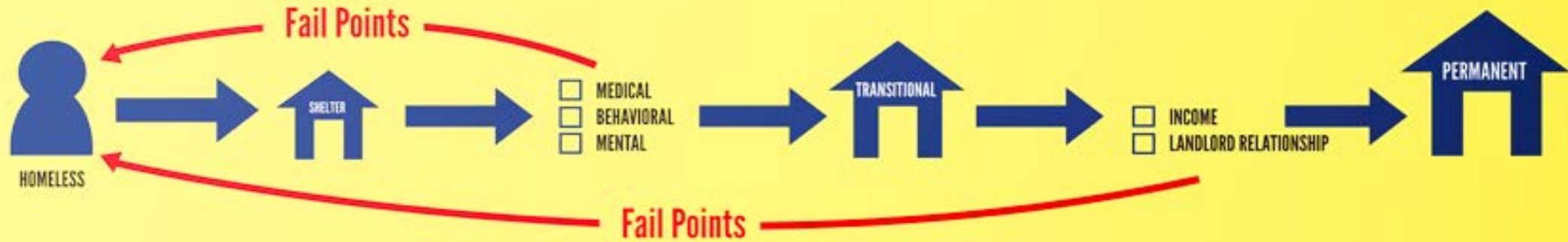Increase the number of successful housing placements

Housing First

Housing First is a paradigm shift from the traditional *housing ready* approach. It follows a basic principle—that *everyone* is ready for housing, regardless of the complexity or severity of their needs. Not only a program model of PSH; also a system-wide orientation and response. Services post housing support stability and prevent returns to homele

Housing First - the rest will follow

Typical "Housing Readiness"

Fail Points

HOMELESS → SHELTER → ☐ MEDICAL ☐ BEHAVIORAL ☐ MENTAL → TRANSITIONAL → ☐ INCOME ☐ LANDLORD RELATIONSHIP → PERMANENT

Fail Points

Housing First

HOMELESS → PERMANENT → ☑ MEDICAL ☑ BEHAVIORAL ☑ MENTAL ☑ INCOME ☑ LANDLORD RELATIONSHIP → LIFE STABILITY

Housing First Practices

Quick access to housing while providing needed services: clear path and includes choice

Low barrier; high expectations. Continued stay contingent on meeting lease & behavioral expectations. Use Harm Reduction

Staff use assertive engagement strategies to make services attractive & engage clients in services

Staff teach tenancy skills, prevent eviction and connect to landlords & needed community resources

Housing First is *not*

"Housing only"

OR

"Anything goes"

Core Practices in HF

Choice/ Affordability of Housing

Housing is Integrated into the Community

Separation of Housing and Services

Lease/Occupancy Agreement Drives Services

Service Philosophy and Service Array
- Low Demand Approach (not no demand)
- Access to Treatment Resources and community Services
- Goal-based Recovery practice

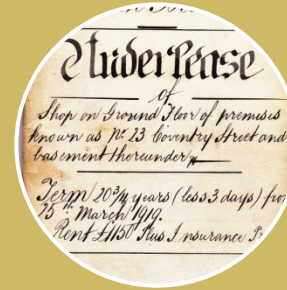Team Structure, Supervision and Resources

Key Elements

Uses a Harm Reduction approach to issues that impede access or put housing at risk

Assertive Landlord/Property Manager and

Support Services coordination

Expectations are set by community and the lease/occupancy agreement

Services are available to help prevent evictions and build tenancy skills

HF Best Practices

Assertive engagement using motivational techniques

Comprehensive assessment and housing planning

Person-centered and recovery oriented

Based in the community and in the home

Links to Community Supports: social, spiritual, libraries, sports, arts, recreation

Individualized

Housing First Crisis Response System

Uses a housing first approach to prevent and end homelessness as quickly as possible

Low barrier admission to programs and rapid access to PH

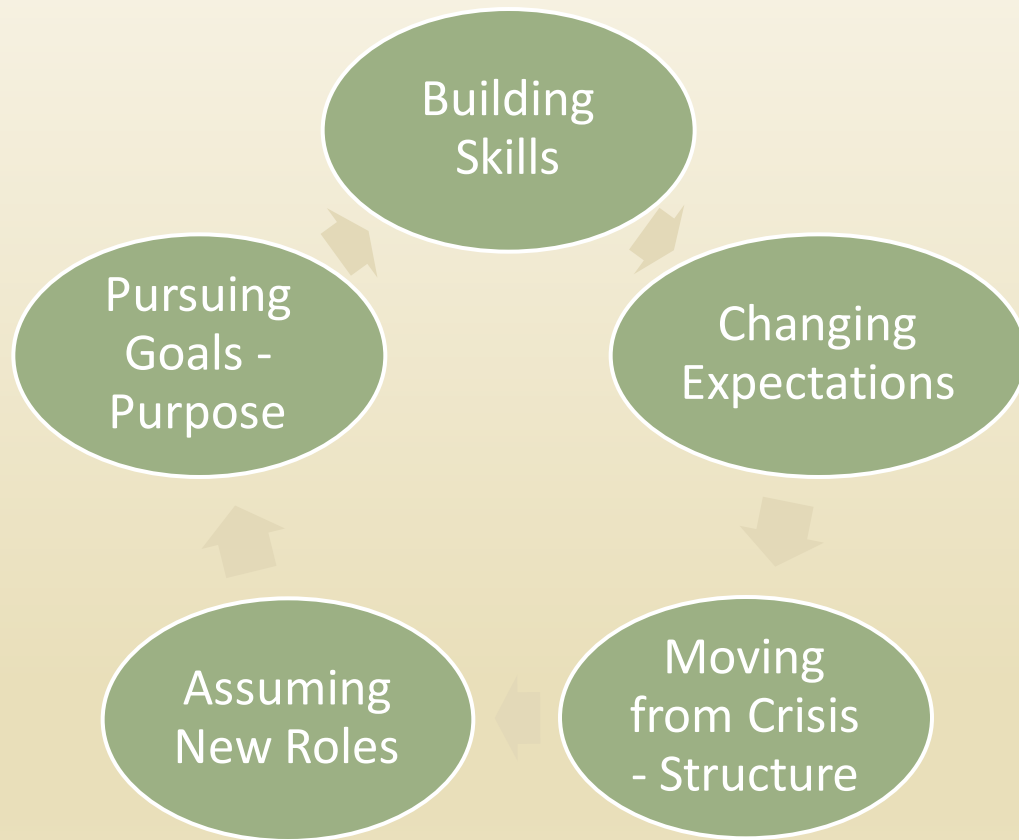Conversation to re-house begins as soon as a household requests shelter by attempting diversion

Targets services effectively to those with highest barriers

Is understood by and informs and empowers the consumer

Has standards and uses practices backed up by data and research that get results – "EBP's"

Focus on diversion, housing location, retention and eviction prevention and continuous quality improvement (CQI)

Themes

Building Skills

Changing Expectations

Moving from Crisis - Structure

Assuming New Roles

Pursuing Goals - Purpose

Engagement – the Relationship

- Establish a working relationship
- Once even small goals are created, the work together begins
- As people achieve small things, confidence and trust grows and they can take on bigger things
- Building motivation for a home and connecting it to the person's goals is the worker's focus during engagement
- Achieving goals helps people feel confident, key to making change
- Assisting with goals deepens the relationship
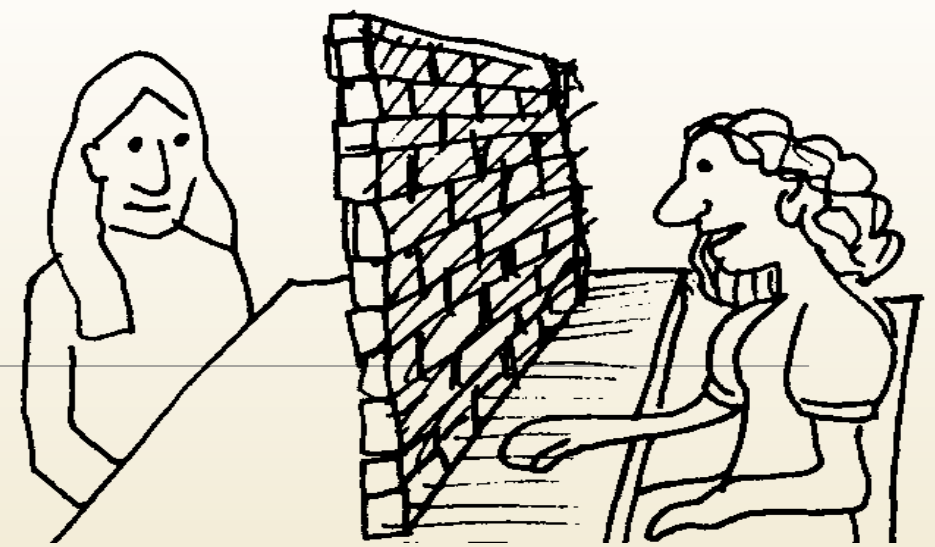- We are creating expectations for future services

Barriers to Engagement

BARRIERS
- ❑ Severe psychosis – delusions and hallucinations
- ❑ Inebriation
- ❑ Disorganization
- ❑ Mistrust of worker
- ❑ Moving locations
- ❑ Not showing up
- ❑ Not following through
- ❑ Irritability/agitation
- ❑ Others?

CAUSES
- ❑ Mental Illness
- ❑ Substance Misuse
- ❑ Past Trauma
- ❑ Post Traumatic Stress Disorder (PTSD)
- ❑ Bad experiences with workers in the past
- ❑ Traumatic Brain Injuries
- ❑ Depression
- ❑ Cognitive Impairments
- ❑ Others?

Best Practice: Outreach and Emergency Shelter

PATH TO PERM. HOUSING

LOW BARRIER AND HOUSING FIRST

YEAR-ROUND ACCESSIBLE 24/7

LINKED TO COORD. ENTRY

STREET OUTREACH

Expectations in Permanent Housing

The expectations of a lease or the community do not change and apply to everyone

Conditions of the lease must be made clear and consistently enforced

Lease violation issues will often be a reason to seek services

Workers focus on BEHAVIORS that interfere with functioning as a tenant and as a member of the community

Discussion: Housing First

As a group, discuss the questions below. Select one person who will record the key elements of your discussion and report back.

- Where are we successful and strong as a community or program on Housing First (HF) principles and practices?

- Where do we need to change to be more of a HF program and/or system?

- What are the barriers to implementing HF principles and practices?

- What supports are needed to be able to fully implement HF?

- **Prioritize and Report Back: What are next 3 things we should do to advance HF?**

Discussions

Discuss

- ◦ Three of the most common personal GOALS of the people participating in your programs
- ◦ Three of the most challenging BEHAVIORAL BARRIERS to following a lease and achieving housing stability

Outreach is about Transitions

New start

Opportunity for change

Require support

Involve both loss and gain

Trigger fears of failure

Often stressful

Require a new daily schedule

Unknown/uncertainty increases anxiety

Can increase symptoms

Ambivalence about Housing

- Brings up past experience of losing housing
- Loss of role and predictable routine
- $$
- Uncomfortable inside, in quiet places
- Fear of failing again
- Leaving friends and significant others behind
- Lonely
- Responsibilities
- Never had a lease – not confident
- Others?

Defining Roles: Moving to Housing

Consistent with Housing expectations

Teach problem solving skills

Mentor people on expectations of lease and services
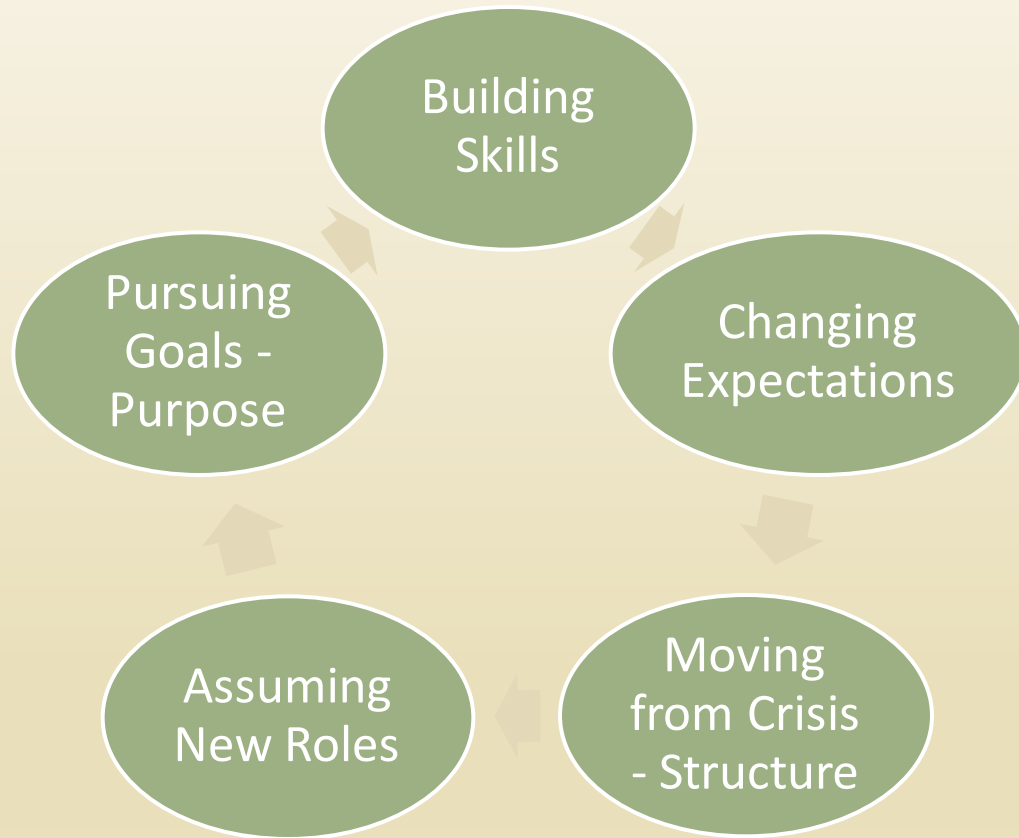
Contribute to assessment and plans

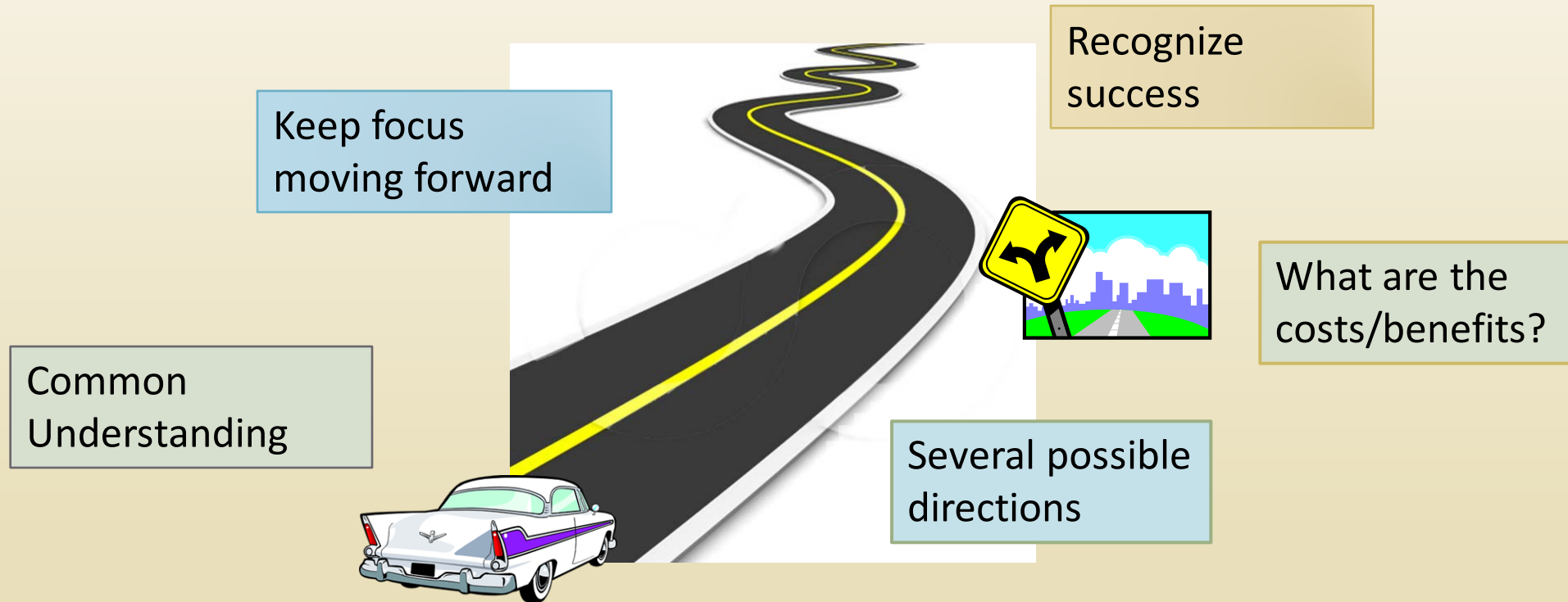Provide concrete ways to move to housing

Talk about options

Let people dream a little

Be mindful of fears/anxieties about housing

Themes

Building Skills

Pursuing Goals - Purpose

Changing Expectations

Assuming New Roles

Moving from Crisis - Structure

Motivating Change

Keep focus moving forward

Recognize success

What are the costs/benefits?

Common Understanding

Several possible directions

Motivation for Change

Behavior-specific (people have different motivations around different issues)

Person-specific (each person is motivated to change by unique factors)

Compliance does not equal change

- Change that occurs because of external pressure tends to be short lived
- More that someone "owns" (internalizes) the reasons for change, the more likely change will endure

Change is always hard and motivation gets you through it – confidence and importance

Motivation fluctuates from one time and situation to another; not a fixed trait

Motivation can be influenced by outside influence; it does not reside solely in the person

Stages of Change

Stage	Relationship to Problem Behavior	Staff Tasks
Pre-Contemplation	No awareness of problem	Ask q's/ raise awareness of obstacles to goals
Contemplation	Aware of problem & considering change	Pros & cons of changing/not
Preparation	Making plans for how/when to change	Options: strategies, supports & services
Action	Changing behavior	Support/relapse prevention
Maintenance	Change sustained for 3-6 months	New goals
Relapse	Return to problem behavior	Assess stage and intervene accordingly

Creating a Platform for Change:
Hope, Meaning and Confidence

HOPE	• How can you change if you don't think it is <u>possible</u>?
MEANING	• How can you change if you don't think it is <u>important</u>?
CONFIDENCE	• How can you change if you don't think <u>you can do it</u>?

Support Self-Efficacy

Belief that change is possible is important motivator

There is hope in the range of solutions available

Person is responsible for choosing and carrying out actions to change (and gets the credit!)

Person has been successful – listen to the narrative

Build Confidence based on past skills and successes
◦ "Can we talk about when you were applying for housing? You were able to manage the landlord interviews really well."

Decisional Balance Sheet

PROS AND CONS OF STAYING HOMELESS

+	-

PROS AND CONS OF GETTING A HOME

+	-

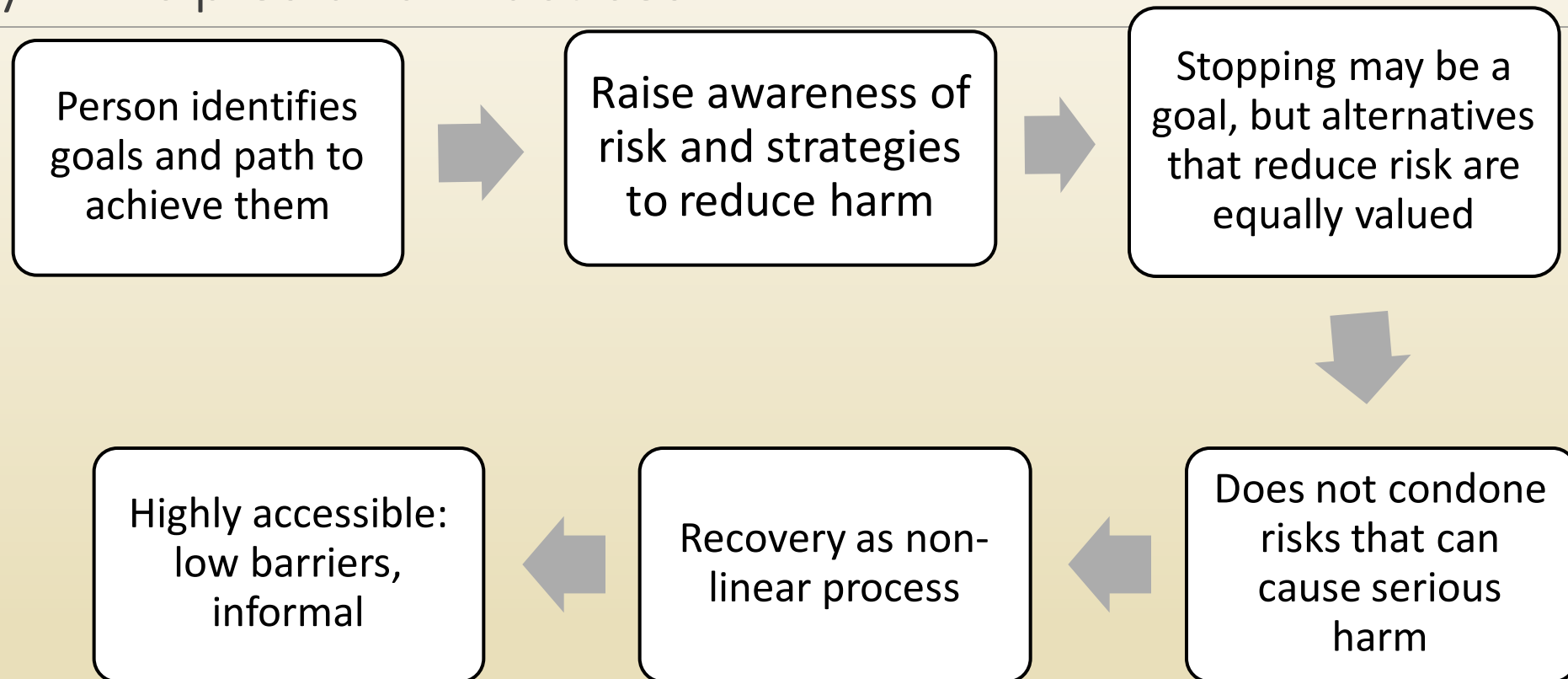# Harm Reduction Based On Open Communication

Discuss issues in terms of benefits and costs/consequences

(Of changing and not changing)

Harm reduction is not applied in imminent risk situations – worker needs to be assertive

Key Principles and Practices

Person identifies goals and path to achieve them → Raise awareness of risk and strategies to reduce harm → Stopping may be a goal, but alternatives that reduce risk are equally valued ↓ Does not condone risks that can cause serious harm ← Recovery as non-linear process ← Highly accessible: low barriers, informal

Harm Reduction Eviction Prevention Strategies

◦ Representative payee or automated rent payments

◦ Plan for how to socialize without disturbing neighbors

◦ Carpets, drapes, headphones, air purifiers, fans

◦ Safety shutoffs on stoves, hot water

◦ Alternative strategies for substance use

◦ Home maker services to maintain unit in healthy and safe manner

◦ Engagement in meaningful and purposeful activity

◦ Find another unit and landlord agreement to end the lease – "no harm, no foul" but……………………..

Reduction Plan: Risk	Options	Factors in favor	Factors against	negotiable factors
Person is living with others in encampment Eviction Prevention: tenant has 'guests' in apartment, disturbing neighbors	• Go to friends house	• Solve landlord issue • Meet goal to see friends	• Transportation issues	• Disruption must stop
	• Share an apartment	Less lonely, help out a friend, share responsibilities	What if they want me out? What if we don't get along	• Must be o the lease and have equal rights to the unit
	• Find a time to socialize that is less disruptive to neighbors	• Could have reduced impact on neighbors	• 'Friends' aren't up and don't want to socialize earlier	• Must always allow neighbors 'peaceful enjoyment'

Activity

Meet people where they are, but don't leave them where they are.

- Using the template provided, develop a Harm Reduction plan for a current person you outreach to.

- Identify risk/barrier to stable housing and options to mitigate/ eliminate the risk

Harm Reduction Plan

Handout: Harm Reduction Plan

Tasks for Pre-Housing/Pre-CTI

- Outreach and engagement
- Explain role of staff
- Assess housing and homelessness history
- Identify goals and preferences
- Educate on housing options and expectations
- Develop a Housing Stabilization Plan
- Review lease and teach tenancy skills
- Assist to connect to benefits and income
- Gather documents and arrange a place to keep them

Preparing Documents and Making Referrals

- Unable to start process without essential documents such as ID
- Assembling documents can be time consuming
- Some people will require staff to accompany them to Social Security, Banking and Vital Records offices
- Apply for benefits and/or get involved in job training to increase income
- Make connections to services and treatment resources
- Connect people to supports from peers, family and friends will also increase the motivation for housing and make people more comfortable once there

Staff Knowledge and Skills

Basics of local landlord tenant law

Application and certification processes

Apartment standards and requirements

Coordinated Entry rules & processes

Negotiation skills

Understand Housing Needs and Preferences

Location

Access to Transportation

Proximity to Significant Others

Proximity to Services

Unit Size and Housing Density

Pets

Ideal v. Acceptable, Negotiable/Non-Negotiable

Housing Planning Discussion Framework

Housing Features	STATUS *Where I am now*	IDEAL *What I would love – my dream*	NEGOTIABLE/NON *What I would accept*
Location/neighborhood			
Unit type – apartment, house, etc.			
Housing Program Type – PH, PSH, Board and Care, Shared etc.			
Access to transportation			
Proximity to significant others			
Proximity to services			
Services availability on site			
Elevator			
Cooking facilities			
Shared amenities – kitchen, bath, living space			
Pets			
Wheel chair accessibility			
Disposable income			
Meal service			
Other amenities – outdoor space, laundry on site, near shopping, common space etc.			
Reasonable adaptations/accommodations needed			

Talk Housing

What will it take?

What are the options?

What are the requirements?

What are the rights?

What are the responsibilities?

How does it connect to what people want?

Understand Housing and Homeless History

Housing History –
- ◦ Places lived, with whom (last 5 years)
- ◦ Experience as a leaseholder
- ◦ Roles and responsibilities
- ◦ What worked
- ◦ What didn't

Homelessness History -
- ◦ Cause of initial episode
- ◦ Length of time homeless
- ◦ Places stayed
- ◦ Routine
- ◦ Supports

Communication

You know people and their patterns from the outreach process

How will this be communicated to coordinated entry, future resources and housing?

The details are important
◦ How did people live in the encampment?
◦ What are they good at?
◦ How do they imagine housing and support?

How can you leverage your relationship?
◦ Are you available to visit in housing
◦ How is the warm handoff structured?

Hand Off to Housing

Each person will know their rights and responsibilities for Housing

Each will know the expectations of each service and workers role

- What can each person expect from the first worker – how will follow up be handled?

- Most teams set up at least weekly meetings to discuss new people and people transferring between programs.

- Ensuring all information is communicated

- Being available to meet with the person and the new worker

- Agreeing to a series of visits

- Agreeing to consult when needed

Teach Obligations of a Lease/Tenancy

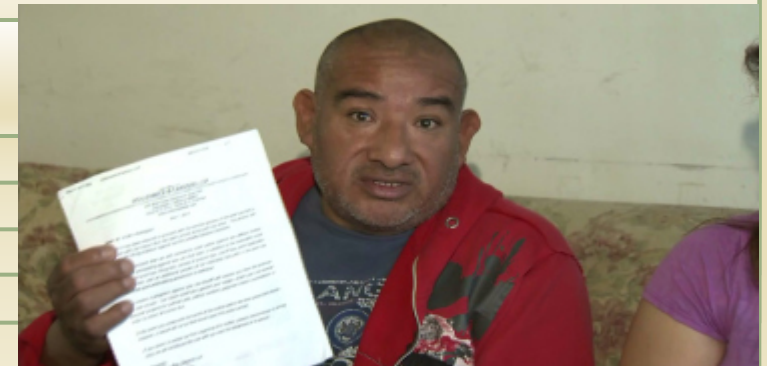Allow all residents to have quiet/peaceful enjoyment

Make required rent payment on time

Keep unit free of health and safety hazards

Dispose of garbage and waste appropriately

No criminal activity in unit, common areas or grounds

Keep utilities current and paid

Rights of Tenancy

- Right to privacy – no entering apartment without permission or emergency
- Right to safe and well maintained housing – repairs and safety considerations
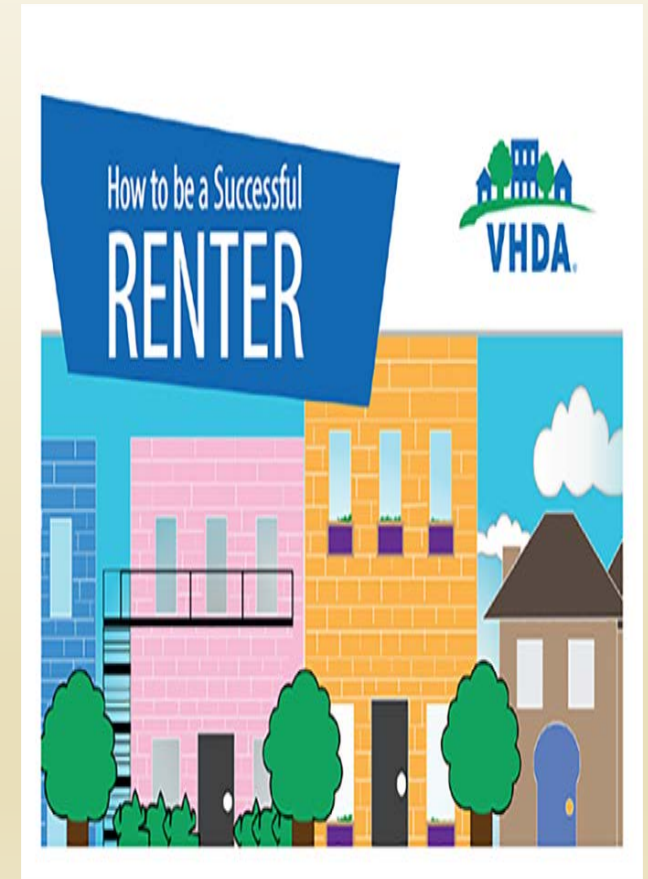- Right to due process – no eviction without proper process

Resources for Tenancy Education

HUD Tenant Rights by State

- https://portal.hud.gov/hudportal/HUD?src=/topics/rental_assistance/tenantrights

Rentwise: Renters Workbook and Organizer (University of Minnesota):

- http://www.extension.umn.edu/family/personal-finance/rentwise/rentwise-workbook-organizer/

Discussion

Accomplishing Pre-Housing Tasks:

◦ Working in groups, review the list of Pre-Housing tasks, identify who is currently performing these tasks, what is not getting done, and what would be helpful to develop or implement in your program for the housing planning and preparation phase.

Closing/Comments/Questions
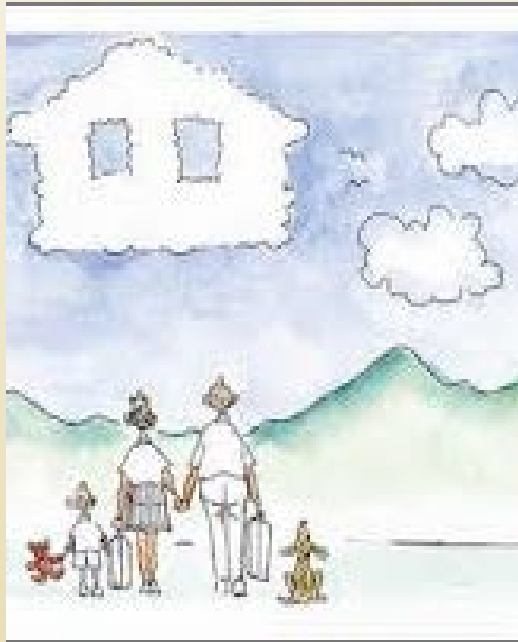
Resources – Housing First

Tsemberis, Sam J. *Housing First: The Pathways Model to End Homelessness for People with Mental Illness and Addiction*. Dartmouth PRC-Hazelden. 2010.

Housing First Checklist Interagency Council on Homelessness:
- http://usich.gov/resources/uploads/asset_library/Housing_First_Checklist_FINAL.pdf

Housing First Team Meeting Video:
- http://69.5.0.130/housing-first-veteran-centered-care

The Evidence and Resources for CTI

- Recognized an Evidence-Based Practice (EBP) by the Substance Abuse and Mental Heath Services Administration (SAMHSA): www.samhsa.gov

- Based on the original research at Columbia University on work with homeless single adults with serious mental illness

- Applied and researched in a variety of setting and with different populations

- Center for the Advancement of CTI: www.criticaltime.org

- CTI Global Network: http://sssw.hunter.cuny.edu/cti/global-network/join/

- CTI Implementation Manual: http://sssw.hunter.cuny.edu/cti/wp-content/uploads/2014/05/CTI-Manual.pdf

Resources – Harm Reduction

Marlatt, G. A., Blume, A. W., & Parks, G. A. (2001) Integrating harm reduction therapy and traditional substance abuse treatment. *Journal of Psychoactive Drugs, 33*(1), 13-21.

National Health Care For The Homeless Council. (2010, April). *Harm reduction: Preparing people for change*, (fact sheet). Available from http://www.nhchc.org

Pauly B, Reist D, Belle-Isle L, Schactman C (2012). Housing and harm reduction: What is the role of harm reduction in addressing homelessness? *International Journal of Drug Policy, 4*(4) 284-290.

Harm Reduction Coalition. Principles of Harm Reduction:
- http://www.harmreduction.org/about-us/principles-of-harm-reduction/

Sample Housing First Principles

Low Barrier Approach to Entry

- Regardless of substance use, medication compliance
- Services not mandated
- Treatment completion not required
- Regardless of income, credit, rental history
- May consider serious criminal convictions on case-by-case basis only to ensure safety
- Generally, only apply admission criteria required by funders

Sample Housing First Principles – 2

Community Integration & Recovery

- Located in neighborhoods accessible to resources and services
- Looks & feels like other housing
- Help to build relationships, engage in meaningful activities, regain/develop role in family/community
- Staff uses assertive engagement to make support attractive and relevant to participants
- Recovery-based: participants gain control, define personal vision/values/preferences/goals
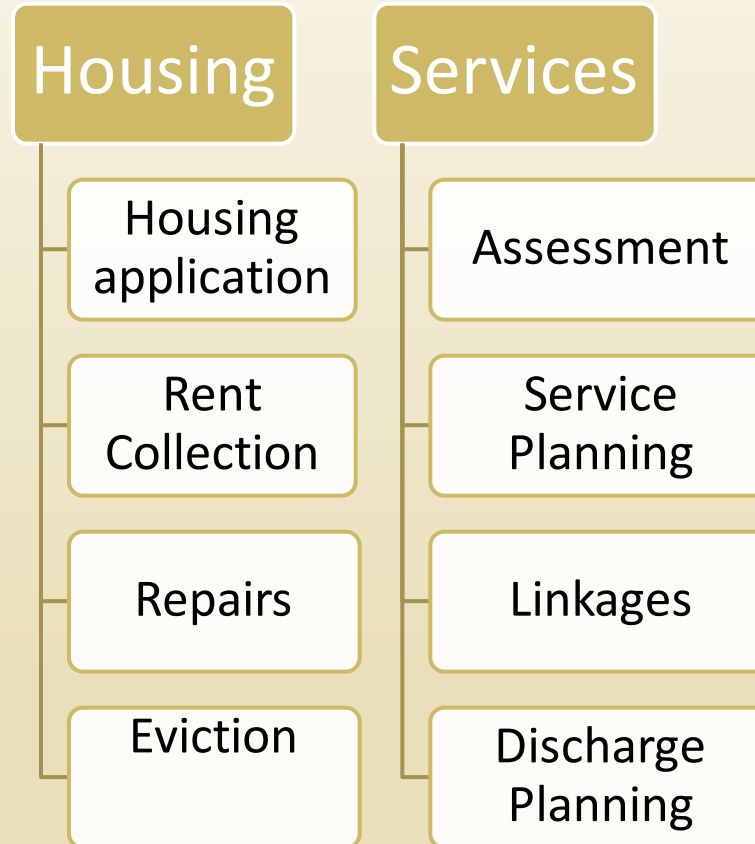
Sample Housing First Principles - 3

Lease compliance & housing retention

- Standard lease agreement rights and responsibilities
- Services support lease compliance
- No rules except those that are customary, legal, enforceable
- ES and TH: must offer due process to resolve issues prior to termination (unless immediate risk)
- PH: required to use legal court eviction process

Sample Housing First Principles - 4 Separation of Functions

Housing	Services
Housing application	Assessment
Rent Collection	Service Planning
Repairs	Linkages
Eviction	Discharge Planning

Sample Housing First Principles - 5

Separation of Housing & Services

- Property management (PM) & support services (SS) provided by separate legal entities or distinct staff
- Defined processes to communicate/coordinate to support stable tenancy
- Work together to preserve housing and prevent eviction
- Protect client confidentiality: "Need to Know"

Sample Housing First Principles - 6

Choice

- Frequency, timing, location, intensity of services
- Neighborhood, apartment, furniture, decor
- Accept choices without judgment
- Accept and help to reduce risk
- No coercion
- Clinical and legal limits to choice
- Input into program design, activities, policies